SAN DIEGO MESA COLLEGE

Program Review

Summary and Reflections with Unit Goals, Action Plans, and Updates

Leadership - Vice President of Administrative Services

Executive Summary

Describe the successes and challenges your unit has faced since the last comprehensive review.
Success:

Mesa2030 Facilities Planning Taskforce

The taskforce has met consistently through the 22/23 year. Outcomes include project ranking based on identified values, increased understanding of bond planning process, reliable body to discuss large-scale facilities planning.

In the year 2023-24, the Mesa2030 Facilities Planning Taskforce will meet to understand the bond process and identify available and appropriate participation in the advocacy process.

New Classified Institute

During 2022-23, San Diego Mesa College supported the first classified onboarding program, known as The New Classified Institute. The program has proven to be quite successful in terms of demand and participant feedback. The key idea behind this program was to ensure that classified professionals feel more grounded in their positions, more connected to other classified professionals and the campus, and feel more equitably included. The aim was to create an onboarding program with intention that centers learning and with input from campus stakeholders. This will improve personnel retention and foster equity-minded campus leaders from every seat. Demand for this program in the pilot year, 2022/23, has increased from 17 confirmed participants in early September 2022 to almost 30 participants after September 2022. Considering Equity and Excellence, the New Classified Institute (2022-23) included part-time professionals.

In the year 2023-24, the New Classified Institute will continue with a second cohort of classified professionals. The institute will keep a similar curriculum and approach as the inaugural year. On the administrative side, VPA will work with NCI leadership and LOFT team to plan a transition to institutionalize NCI within the organizational structure of the LOFT.

Departmental Re-Org

Admin. Services Re-Org to include Events and Operations Division and Admin. Services Division. This change gives authority to two new managers within the area. This increased authority allows for greater scope of work and accountability for department leads.

Admin. Services Leadership Team Building

With the establishment of management structure, VP of Admin. Services can reset and focus on leadership and team building for managers within the division. Successes include working with third party consultants to better understand culture dynamics and working/communication styles. The goal is to increase efficiency and improve culture within the division.

In 2023-24 VPA will continue to work with Admin. Services management team on building community and a culture of respect and kindness. Managers within the division will attend and complete training specifically designed to raise self-awareness and build leadership capabilities with a focus on equity. Moreover, this focus will extend to all members of the administrative services personnel.

Summary and Reflection

Facilities/Affinity Space Request Process

Admin. Services have been creating and looking forward to implementing campus-wide facilities and affinity space request process. This will increase awareness, consistency, and transparency in the request process.

Campus-wide affinity space request process has been conducted. In the year 2023-24, we will identify space and resources needed to remodel available spaces to accommodate the needs of approved affinity groups. Additionally, VPA will advocate for affinity spaces though the upcoming bond process.

Challenges:

Personnel and Culture:

There has been a decrease in personnel with the hiring freeze and a management restructure. This has deepened challenges of personality conflict and inter-departmental efficiencies.

Technology Planning:

The large-scale computer rotation project has highlighted the need for comprehensive technology planning and project execution. The division of authority and labor between district and campus employees will need to be addressed.

In the year 2023-24, the College Technology team will create a rotation plan for all computers on campus. Work is currently being done to pilot new technologies to replace expensive projectors in classrooms.

If applicable, describe any major curricular or service changes your unit has engaged in and the impact of those changes since the last comprehensive review.
N/A

If applicable, describe the impact of any new resources (human, fiscal, etc) on the unit and/or action plan implementation.
Departmental Re-Org

The re-org to divisions with overseeing managers allows for a reset in expectations and an opportunity for shared goal setting.

If you assess OUTCOMES, please confirm that the outcomes have been reviewed for accuracy. If you do not assess Outcomes, skip this question.

Related Documents for Charts and Graphs

Executive Summary Complete
Yes

Data Reflection

Trends observed in program/service area's data.
Increased Grants

Each year, the college is awarded more and more grants and contracts. This increase in funds and funding reports has increased workload significantly without providing additional staffing.

Increased Events

Summary and Reflection

Post-pandemic, there have been an increasing number of events on campus. Though there has been some staffing augmentation, the increase of events is reaching an unsustainable level. Concerns include staff for event set up, AV, and availability of event space.

Describe any equity gaps in the data. Are there differences and/or patterns observed by demographics (e.g.race/ethnicity, gender, age, etc.)
N/A

Related Documents for Charts and Graphs

Describe the discussion(s) that took place about the unit's learning outcomes assessment data.
N/A

Data Reflection Complete
Yes

Practice Reflection

Describe current practices your program/service area has engaged in that you believe impact the above data trends and equity gaps.
N/A

What other factors (internal or external) might also impact the above data trends and equity gaps?
N/A

Related Documents for Charts and Graphs

Practice Reflection Complete
Yes

Mid-Cycle Updates

YEAR 2 Updates (2023 - 2024)
Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 2.
2023-2024: Yes.
1. In the year 2023-24, the New Classified Institute will continue with a second cohort of classified professionals. The institute will keep a similar curriculum and approach as the inaugural year. On the administrative side, VPA will work with NCI leadership and LOFT team to plan a transition to institutionalize NCI within the organizational structure of the LOFT.

2. Admin. Services Re-Org to include Events and Operations Division and Admin. Services Division. This change gives authority to two new managers within the area. This increased authority allows for greater scope of work and accountability for department leads.

3. In 2023-24 VPA will continue to work with Admin. Services management team on building community and a culture of respect and kindness. Managers within the division will attend and complete training specifically designed to raise self-awareness and build leadership capabilities with a focus on equity. Moreover, this focus will extend to all members of the administrative services personnel.

4. Campus-wide affinity space request process has been conducted. In the year 2023-24, we will identify space and resources needed to remodel available spaces to accommodate the needs of approved affinity groups. Additionally, VPA will advocate for affinity spaces though the upcoming bond process.

Summary and Reflection

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 2.

2023-2024:
1. Increased Grants

Each year, the college is awarded more and more grants and contracts. This increase in funds and funding reports has increased workload significantly without providing additional staffing.

2. Increased Events

Post-pandemic, there have been an increasing number of events on campus. Though there has been some staffing augmentation, the increase of events is reaching an unsustainable level. Concerns include staff for event set up, AV, and availability of event space.

Review Outcomes Report. Review the unit's outcomes assessment process for 2022 - 2023. Discuss connections to unit goals/action plans/resource requests.

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 2.

2023-2024: N/A

YEAR 3 Updates (2024 - 2025)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 3.

EXECUTIVE SUMMARY UPDATES:

MESA 2030 FACILITIES TASK FORCE:

With the approval of the bond Measure HH, the Mesa 2030 task force will continue to meet to organize efforts and launch projects.

NEW CLASSIFIED INSTITUTE:

NCI has a new group of coordinators and will begin workshops in January.

The transition from Admin Services to institutionalization into the LOFT professional learning structure has begun.

ADMIN. SERVICES LEADERSHIP TEAM BUILDING:

The Admin. Services team has taken part in group and individual consultant work and training and will continue to do so throughout the 24- 25 year in hopes of strengthening our team's communication and individual strengths.

FACILITIES AFFINITY SPACE REQUEST PROCESS:
Complete.

Summary and Reflection

NEW DEVELOPMENTS:

MEASURE HH:

Key Highlights
$3.5 billion in general obligation bonds
Will address SDCCD's urgent and critical facilities needs
High priorities include:
o new classrooms
o new career training facilities
o Computer science, technology, and instructional laboratories
o Expand childcare facilities and services
o Upgrade athletics and performing arts
o Creation of affordable student housing

We have begun deferred maintenance and keeping campus informed of the near-term activities such as Colleges confirm consensus on project priorities and Campus Stakeholder engagement (planning, programming, & design phase).

CONTRACT HIRING PROCESS GROUP:

We have begun a new hiring group. The focus of our group will be brining operational group together to identify, discuss, and recommend updates/ best practices to our contract hiring process.

Specifically, this group will discuss:

How do we promote
President's Intro Statement
Interview question sharing
Focus on criteria
What data do we have on when to post, how long to post, where to post
When will new District site be updated
Template for sharing job announcement
Interview questions
Formatting of webpage
Name of group

Timeline: Goal is to have the membership of the group solidified in December to begin our deep dive in January.

Participation: Depending on interest, we may have to limit the group to keep the group size manageable and to help with meeting scheduling. Everyone on the initial call out will have a chance to participate via surveys and/or discussions with representatives.

EMPLOYEE WELLNESS:

We have continued our campus wide wellness initiatives through workshops and trainings. Most recently our Wellness Walk was a hit and has prompted action from us to further develop a program. As we move forward, we

will begin to create a more conducive program which includes Veba and the many resources they provided. We have begun with creating a survey that will be used to better understand the needs and wants of our campus community.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 3.

Same as last cycle.

Review Outcomes Report. Review the unit's outcomes assessment process for 2023 - 2024. Discuss connections to unit goals/action plans/resource requests.

Same as last cycle.

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 3.

Same as last cycle.

YEAR 4 Updates (2025 - 2026)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 4.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 4.

Review Outcomes Report. Review the unit's outcomes assessment process for 2024 - 2025. Discuss connections to unit goals/action plans/resource requests.

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 4.

YEAR 5 Updates (2026 - 2027)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 5.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 5.

Review Outcomes Report. Review the unit's outcomes assessment process for 2025 - 2026. Discuss connections to unit goals/action plans/resource requests.

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 5.

Unit Goals, Action Plans, and Updates

Culture Assessment and Implementation

Unit Goal: Culture Assessment and Implementation

Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups*, and inclusion
Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 2:** Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups, and inclusion. (✓)
- **Community - Objective 5:** Increase opportunities to be an asset and resource to the external community (✓)
- **Completion - Objective 1:** Develop pathways that provide students with clarity about degree, certificate, and transfer requirements. (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)
- **Scholarship - Objective 2:** Evaluate and improve Diversity, Equity, and Inclusion practice in classroom environments, campus activities, departments, schools, and administrative units (✓)
- **Stewardship - Objective 4:** Establish a college-wide practice and schedule that addresses routine maintenance and renewal of equipment, facilities and technology to ensure access to adequate resources and better serve students (✓)
- **Stewardship - Objective 6:** Develop a proactive hiring plan that includes a review of advertising, screening, and interviewing with a goal of establishing a diverse and competent workforce that is reflective of the student population and the local community (✓)

Action Plans	Updates
Action Plan Status: Active	**Submission Date**: 01/21/2026

Unit Goals, Action Plans, and Updates

Action Plans	Updates
Action Plan: Actions: 1. Admin. Services Leadership Assessment and Training 2. Completion of Shared Goals for Admin. Services Areas **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	**Action Plan Update**: Created Admin. Services Leadership meeting that includes VPA Direct Reports – David, Jacqueline, Nicole, Morgan, and Sam. Meetings are held weekly on Thursday's to review and incorporate items from VPs/Exec that is typically on Wednesdays. This meeting gives Admin. Services Leadership an opportunity to discuss and plan for cross functional initiatives and build comradery. Held Admin. Services Retreat in Fall, the focus was on team building. Participants completed an assessment that highlights communication style and pace/people dynamics. Takeaways included being mindful of one's own preferences and acknowledging other's styles. **Update Year**: 2025 - 2026 **Action Plan Progress**: On Track **Submission Date**: 12/15/2023 **Action Plan Update**: Test **Update Year**: 2023 - 2024 **Action Plan Progress**: On Track

Budget Transparancy

Unit Goal: Budget Transparancy

Establish a college-wide practice and schedule that addresses routine maintenance and renewal of equipment, facilities and technology to ensure access to adequate resources and better serve students.
Increased campus understanding, communication of and transparency in budget and resource allocation.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 5:** Increase opportunities to be an asset and resource to the external community (✓)
- **Stewardship - Objective 4:** Establish a college-wide practice and schedule that addresses routine maintenance and renewal of equipment, facilities and technology to ensure access to adequate resources and better serve students (✓)

Unit Goals, Action Plans, and Updates

- **Stewardship - Objective 5:** Increase campus understanding, communication of and transparency in budget and resource allocation (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** Actions: 1. What does budget transparency mean to you? Activity 2. Continue BARC Learns initiative **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	**Submission Date**: 01/21/2026 **Action Plan Update**: 2025/26 Published Goals include: In coordination with Director of Admin. Services, create and provide trainings for budget managers to empower them to understand and track budget and expenditures, processes Provide quarterly updates to VPs/President Share State/District information with Campus Constituencies at PCAB Met and continually meeting goals by: Requisition and year-end trainings provided. This is the first year that specific year-end purchasing trainings are completed. Created and presented on impact of the completion of COVID Block Grants Created and presented on Year-to-date Budget vs. Actual at VPs, BARC, and PCAB District 2025/26 Adopted Budget shared at PCAB Completing Budget Allocation Plan through cross-departmental workgroup **Update Year**: 2025 - 2026 **Action Plan Progress**: On Track

Mesa2030 Facilities Taskforce

Unit Goal: Mesa2030 Facilities Taskforce

Establish a college-wide practice and schedule that addresses routine maintenance and renewal of equipment, facilities and technology to ensure access to adequate resources and better serve students.
Increased campus understanding, communication of and transparency in budget and resource allocation.
Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups*, and inclusion

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Unit Goals, Action Plans, and Updates

Mapping
Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 2:** Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups, and inclusion. (✓)
- **Community - Objective 5:** Increase opportunities to be an asset and resource to the external community (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)
- **Completion - Objective 4:** Support students' access to resources to mitigate the impact caused by technological and basic needs insecurity (✓)
- **Stewardship - Objective 4:** Establish a college-wide practice and schedule that addresses routine maintenance and renewal of equipment, facilities and technology to ensure access to adequate resources and better serve students (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** Action List: 1. Continue Mesa2030 Facilities Planning Taskforce 2. Create communication expectations for capital projects **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	**Submission Date**: 01/21/2026 **Action Plan Update**: Mesa2030 Facilities Planning Taskforce completed. Measure HH passed, not transitioning to Measure HH Implementation. 2025/26 Goals for Bond Measure HH: Communication Execution World Art Gallery **Update Year**: 2025 - 2026 **Action Plan Progress**: Completed

Culture Assessment and Implementation (Copied on 12/03/2024, 14:34:08)

Unit Goal: Culture Assessment and Implementation

Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups*, and inclusion
Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing.

Goal Status: Active

Unit Goals, Action Plans, and Updates

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** Actions: 1. Admin. Services Leadership Assessment and Training 2. Completion of Shared Goals for Admin. Services Areas **Action Plan Cycle:** 2025 - 2026, 2024 - 2025, 2023 - 2024, 2022 - 2023	